



NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY

Office of Corporate Communications

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**Remarks as Prepared for
Letitia A. Long
Director, National Geospatial-Intelligence Agency
for the
Change of Director Ceremony
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Thank you, Secretary Vickers, for your kind words. Sir, it has been the greatest honor of my professional career to have served as the director of NGA. Your leadership of the defense intelligence enterprise and your steadfast support for NGA, for our workforce, and for me has been a source of marked strength during these unparalleled times. On behalf of the women and men of NGA, allow me to express our tremendous gratitude. Thank you.

Director Clapper, distinguished guests, family and friends, and all of the members of the NGA family here at NCE and around the world – thank you for joining us today. I would like to express my deepest appreciation to all of those involved in planning the agency transition ceremony and this retirement event. You all did a fantastic job. My thanks too to the Military District of Washington's Armed Forces Color Guard, Janice Albert for that beautiful rendition of our national anthem, and Chaplain Scott for his warm invocation.

And I want to especially mention the U.S. Army Brass Quintet. They played four years ago as I arrived at NGA, and they are playing again today as I depart. My sincere thanks for your beautiful music.

A few moments ago, I transitioned the authorities of the director of the National Geospatial-Intelligence Agency to Robert Cardillo. As much as anyone does not want to leave a job they love, handing the directorship of NGA over to such an extraordinary intelligence professional and good friend as Robert Cardillo has made it so much easier.

There is no one, as the President said, more qualified than Robert to lead NGA in the coming years. Robert, welcome home! I wish you and Lori all the best—and have fun!

Well, today is the beginning of the next chapter in my life. I have always tried to be someone who looked at the opportunities I will find tomorrow. That said, today is one of those times when it is appropriate to take a few moments and look back.

As I reminisce on what has been a great journey, I see the faces of the many people who made a career in public service the opportunity of a lifetime that, in turn, gave me a lifetime of opportunities.

Through these opportunities, I have been blessed to serve the Department of Defense in numerous capacities. Without question, the highest honor has been leading NGA these last four years.

I thank each and every one of you for the privilege of serving you and serving alongside you and for your outstanding contributions and unwavering support.

I want to say a few special words to these amazing people and share with everyone here just some of the exceptional things we have accomplished together in just four short years.

Together, we have pursued a new vision relentlessly. Together, we have transformed NGA from a static product producer into a provider of dynamic content, analysis, and services.

Together, we have proved the transcendent value of GEOINT and met our customers' needs with exceptional tradecraft.

Together, we have set NGA on an irrevocable course as the driver of intelligence integration, creating new value and enabling mission success.

For the past four years, we have continued to provide superb support to combat operations in Afghanistan as we successfully drew down our operations in Iraq. We have supported special operations in the fight against extremists around the world.

As Secretary Vickers and Director Clapper have already noted, the search for bin Laden and the successful raid on his compound were possible only because of our GEOINT analysts and their critical insights.

In every major crisis – Ukraine, Syria, Libya, North Korea, Arab Spring, Sudan, and many more, we have given Senior leaders timely indications and warning. In addition, we have provided essential GEOINT to protect national security events, including the Presidential Inauguration, the Olympics, and the World Cup. We have enhanced our core mission to protect safety of navigation around the globe.

We have taken our international partnerships to deeper levels of integration with more consequential results than ever before. A special "Thank you" to our Allies for your commitment to our ever closer collaboration.

As importantly, we have taken GEOINT's partnership with the civil disaster relief community to a new level. We have contributed innovative online methods, including our disaster Event pages. Applications like GEOQ and GitHub that have helped make our data available to all and helped save lives.

And we have strengthened our industry partnerships.

We have proven that we could lead the Community in driving the priority of intelligence integration that the DNI and the USDI share.

We have partnered with DIA for the common desktop and shared enterprise management services in IC ITE.

And we have driven integrated tradecraft, technology, and intelligence initiatives, especially activity based intelligence, persistent GEOINT, structured observation management, NextGen Tasking, and the Map of the World. All of these are delivering far more effective and capable GEOINT to DoD intelligence operations and the IC.

To achieve all this and much more, we have skillfully balanced budget cuts with the rapidly increasing demands for GEOINT.

That rapid growth is strong proof that we have satisfied customers around the world who want more GEOINT—who know they cannot accomplish their missions without NGA.

Quite simply – my colleagues, my friends, my teammates – you are the best!

Among the many reasons you are the best has been the support of the exceptional Senior leaders who have guided NGA for the past 18 years. And I would like to recognize some of those friends and colleagues and why they have meant so much to NGA and me.

In particular, I must thank my two Deputy Directors—Lloyd Rowland and Mike Rodrigue. Lloyd, Mike—I could not have asked for two more talented, loyal, and steadfast friends by my side. You have always put the best interests of the Agency and the nation first. Lloyd—you transitioned me in and you were the heart and soul of the NGA workforce. Mike—you made this extraordinary home of ours possible, and you led the development of our future leaders—something which I know makes you very proud. Your legacies will endure for generations, and I am deeply grateful for your service to the people of NGA.

Gina Genton and Ellen McCarthy—my two Chief Operating Officers. Gina—your brilliant grasp of our Vision and the strategy that we needed to realize it paved the way for everything we have accomplished. Thank you. Ellen—you brought to NGA a business acumen that is transforming our operations. This modernization has

established a firm foundation for our future success. Thank you both for your dedication and friendship as well.

I also want to acknowledge and thank all of the Senior leaders across NGA. Each of you knows how much I appreciate your personal contributions. Thank you all! I would also like to express a heartfelt personal thanks to my executive and administrative assistants at NGA, and those who went before them at other agencies.

Yours has often been a demanding and unheralded job— OK, that is an understatement! I want you to know that your support and counsel were invaluable to me. Please stand and be recognized!

And I would also wish to express my gratitude to the remarkable Directors and Deputy Directors who preceded me at NGA, many of whom are with us today. Rear Admiral Jack Dantone, Lt. General Jim King, DNI Clapper, and Rear Admiral Bob Murrett.

And Leo Hazelwood, John Helgerson, and Joanne Isham. To all of you-- Thank you for all you have done for NIMA and NGA. You built the solid foundation that has allowed us to continue to excel in our mission.

I also want to thank all of my fellow directors in the Intelligence Community and leaders throughout the Department of Defense intelligence enterprise. I knew many of you as friends long before coming to NGA. Stephanie, Mike, Betty, David, Liz, Leslie, Mary—thank you for your personal support, your friendship, and your support for NGA.

You will be in my thoughts as you steer your organizations through the challenging times ahead. If you need any advice, you have my number! I might answer—if I have cellphone reception on the beach!

And I am indebted to former Secretary of Defense Bob Gates, former Chairman of the Joint Chiefs Admiral Mike Mullen, and former Vice-Chairman General Jim Cartwright for having the trust and faith to give me this opportunity. I sincerely hope that my service has justified your faith. And Jim—thank you for being here.

Before I joined NGA, I worked with so many terrific teams of intelligence professionals and for many great intelligence leaders. At this point, I would like to offer a very special and solemn recognition to eight of the finest officers in Naval Intelligence – dedicated patriots who were lost in the September 11 attack on the Pentagon. I think of them and their families often. Shari and Amanda, thank you for being here. You represent all of the families. Their service and sacrifice have been a continued inspiration to me.

In one of the key initiatives that resulted after the 9/11 attacks, I served as a Deputy Under Secretary of Intelligence, and we established a new office while we enabled our Armed Forces to fight two wars and combat global extremists.

Steve (Cambone), thank you for being here and for teaching me a few of life's lessons. Carol Haave – you also. While deputy director at DIA, we deployed to support the surge in Iraq and then to wind it down as we ramped up the surge in Afghanistan. Mike, Ron—thank you! And thank you to the many members of DIA here today.

Mentors, Leaders, Supporters

Of course, my professional success depended entirely on my development as a leader and as a person. And I owe that growth to a number of people I must acknowledge for the examples they set, the values they instilled in me, and the love, guidance, and support they gave me. I owe them so much, and I want you here today to know that my accomplishments and the recognition I have received would not have been possible if all of you had not been part of my life's journey. They include:

Those who mentored me

Those who taught me

And those who supported me.

Those Who Mentor and Taught Me

I have been privileged to have the best mentors imaginable. I began my career as a co-op intern at the David Taylor Research Center in Annapolis while I was an engineering student at Virginia Tech. Pray for the Hokies! –they need our help!

At the time, there were not many women entering the engineering field. At the Center, Gary Jebson and Joe O'Donnell were special. They took the time to show me the mysteries of program management and analysis and taught me how things really get done. They also arranged my first ride on a submarine in 1982! Thank you, Gary and Joe!

And Michael, thank you for being here and representing the Center and those memorable years.

After my six years with the David Taylor Research Center, Paul Lowell brought me into the Office of Naval Intelligence and gave me my first management position. I oversaw research and development programs that improved how we collected intelligence about foreign submarines.

About 4 years later, Admiral Ted Shaffer promoted me to Senior Executive, and then a few months later, Admiral Mike Cramer “fired” me. While that is a story for another time, I am grateful to both for teaching me that the trajectory of a career is not necessarily a straight line and that there are second acts after a setback.

Two incredible women are mentors and friends—Cheryl Roby and Joan Dempsey. Cheryl was an early inspiration. By her example, she taught me how a technically-proficient woman could make meaningful contributions in a field that was not wholly hospitable to women in the workplace, but that too is a whole other set of remarks. I must admit that my career took a dramatic turn in 1994 when I was a new Senior Executive. Joan Dempsey, then a Senior Executive at the DIA, pulled me out of my comfort zone—not the only time, I might add. And she put me onto the road less traveled that has made all the difference for the past 20 years.

OK, for the much abbreviated version of the Mike Cramer story...Joan, along with DNI Clapper, then DIA director, challenged me to have the courage to take a risk to leave Naval Intelligence and jump to a new, larger world at DIA. Joan, you have been a remarkable friend and mentor to me and so many women in our community. Thank you for being that early trailblazer for so many of us. Cheryl and Joan, along with Jennifer Carrano and Terry Roberts, showed me that women not only deserved a place at the table, we also deserved to sit at the head of the table.

Director Clapper – thank you so very much for agreeing with Joan to take a chance on me 20 years ago. You also have been an extraordinary boss and friend, an exceptional mentor, and a tireless and selfless public servant. Thank you for your more than 50 years of service. Jim, I especially thank you for trusting me—for taking your own risk—when on that day in late 2009, I asked you, “Why not me?” And you said, “Yes, why not you?” and you agreed to support me for the extraordinary opportunity to serve as Director of NGA.

Before I met all of these remarkable mentors, teachers and college friends steered me into engineering and encouraged me to do what I loved to do. And then to strive to excel at what I did.

Joan Green, my junior high math teacher, encouraged my interest in math at a time—the 1970s—when most teachers actively discouraged young girls from pursuing interest in that field.

Likewise, my high school guidance counselor Carole Harding suggested I major in engineering. I did have to ask her what an engineer did...

At Virginia Tech, my dear friend – Susan Sullivan Estep – led me astray – I mean taught me how to study – and we spent many a late night doing just that – sometimes at Mr. Fooz or Greek’s Cellar...

All of my mentors offered me direction, opportunities, and encouragement. And I have always attempted to emulate their best practices. Thank you!

Those I Love and Cherish

I could never have made this journey without the unceasing love and support of my family and friends from my childhood. The Glen Burnie Girls –my childhood girlfriends – always kept me grounded. Thank you all for being here!

Because of the encouragement I received from family, I chose a career in the federal government and in the intelligence field to be part of something greater than myself.

First, my Dad – a career NSA employee—always supported my interests and taught me that anything worth doing deserved my best effort. Dad – you taught me to work hard and play hard. You challenged me one time when I made one “B”—you asked why didn’t I make all “A’s” when that was what I was capable of. It took me several years to appreciate that you were just making sure I did my best in whatever I tried. Dad – I have carried that lesson with me, and I think I have done OK—maybe a “B” here and there, but I hope the “A’s” stand for the abilities I have tried to apply as well as I could in every post I have held.

Dad, I would now like to present to you a flag flown over the U.S. Capitol on July 4, 2014 on behalf of Senator Mark Warner.

My Mom – who cannot be with us today, but who is eagerly awaiting the video. Mom, as you like to say, you had 8 only children. You treated each of us as a unique individual. You taught us we could be whatever we wanted to be. That - and you did have your “no whining” rule. You taught us to work out our differences and to take care of each other. A very good life lesson.

Dru – please accept these roses for Mom.

My siblings – Dru, John, Scott, Chris, Rick, and Suzi – I know I can call any time day or night, and you are there for me. Thank you and I love you!

And an extra shout out for John Long – thank you for staying with Mom today so Dad could be here.

My in-laws – Joseph and Mary Alice. And all of my nieces, nephews, and great nieces and nephews. Thank you all for being here.

As you can see, I have quite an extended family. It is a loving and caring family that has encouraged and supported me every step of the way.

In recent years, my family has grown to include my wonderful stepdaughters. Katie, Jordan, and Lindsay—I could not have asked for a warmer welcome to the family.

You accepted me right from the beginning. I love you, and I am so looking forward to spending more time with you—and with Hannah, too.

After all, I will now have lots more time to spoil my granddaughter!

As I pay tribute to my family, I ask all of you here to hold in remembrance my dear brother Patrick. Sadly, he passed away in the year 2000, just two weeks after his 40th birthday. He would begin every conversation with “Whatcha doin’?”

Well, Pat, today I know “whatcha doin” because I know you are here with us to share the joy of this day.

Lastly and most dear to me, my husband John.

John, you have been so incredibly supportive, understanding, and patient – words cannot describe what your sacrifices have meant to me. But are you really ready for me to retire and be home with you every day?

True to form, I took care of everyone else today and did not get to the Porsche dealer. So we will have to do that together. Besides, I do not know what color you want!

Transition to Closing

While I do not know what awaits us in life's journey, I have promised John I would slow down—a little—and I certainly plan to spend as much time as I can with John and the girls.

Well, rest assured that I am not about to sail off into the sunset or fade away. As Winston Churchill said so well: “We make a living by what we get; we make a life by what we give.”

So, it is time for me to pay forward what I have so generously been given. It is time for me to contribute in new ways:

There is a new generation of women in the Community more than willing and able to serve at every level. They need those of us who have been successful to help guide them—and sometimes pull them out of their comfort zones!

There is a dire shortage of young people entering STEM – scientific, technical, engineering, and mathematics – careers that the Community desperately needs. As an engineer, I hope to encourage the young, especially young women and minorities, to pursue those fields. Without their fresh ideas and enthusiasm, we could easily fail in our mission to protect the nation.

And there is always a need for servant leaders in our Community, especially at this crucial moment in our history. I plan to offer what I hope will be some interesting

observations about servant leadership and what that really means at the highest levels.

So I plan to continue to contribute to a safe and successful future for our nation—for our children and our grandchildren.

CLOSING

In closing, Robert, Lori—Congratulations again!

I want to again thank everyone so very much.

My words today fail to fully express what great joy and appreciation I am feeling for all of you. I am eternally grateful for the opportunity to serve—and serve with—the best people on earth.

May God bless NGA and the women and men in public service. And may God continue to bless the United States of America!

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